First draft of Mr. Sniffen's new plan for consideration about Jan, 1911

SALARY SHARES.

1. Uniform for each school, averaged from total salary requisites of the school, but not necessarily the same for different schools, as: Logan, $608; Tucson, $490; Dwight, $527; Good Will, $442; Menaul, $449; N.& C., $517; Bell Institute, $366; Dorland, $316 etc.

Or 2. Uniform for all the schools of a certain field, but differing according to fields, as: Alaska, $683+; Indian, $477+; Mexican, $441+; Mormon, $590+; Mountain, $441+.

Or preferably 3. Uniform for all fields, averaged from total salaries of all Boarding school teachers, matrons, farmers, etc., the number of shares to be given out for each school to equal the number of teachers in the school. Average salary rate 1910-1911 is $481 - $500 in round numbers.

Counting P.S. Sch. 540

BOARDING SCHOOL SHARES.

1. Uniform for each separate school but perhaps differing in amount from shares in other schools even in the same field.

Or 2. Uniform for all the schools in a certain field, but perhaps different in amount from shares in other fields.

Or preferably 3. Uniform for all the fields.

(a) Smaller than a salary share.

(b) The Boarding school budget in which these shares are taken, to cover scholarships and running expenses including incidental repairs and maintainence.

FIELD SHARES.

Either 1. Shares differing in amounts, pledges being solicited for $50.00 and upwards without any attempt at uniformity, all to go into a General Fund for the field named, (Indian, Mexican, etc.) which shall be drawn upon to meet all expenses, salaries, scholarships and current expenses.

Or 2. Uniform shares of say $50.00. Contributors being asked to take as many shares as possible, the number of shares allotted for each field to be governed by the total expense of the field.

Or preferably 3. Shares of different amounts -

say current expense shares	$50
scholarship shares	$100
missionary shares	$500

BULLETINS FOR CONTRIBUTORS.

1. From seventeen Boarding Schools to be issued three times a year, (November, March, and June?) compiled from school reports of teachers - different for each school.

To be sent to all pledging a salary share or Boarding School share.

2. General field bulletins to be edited from material culled from reports of missionaries at different stations on the different fields - one bulletin from each field three times a year to be sent to all pledging Field Shares.

	Total	Number	Average salary rate.		
Sitka	6150	9	683+	683+	Alaska
Tucson	5890	12	490+		
Dwight	4220	8	527+	477+	Indian
Good Will	5744	13	442-		
Menaul	6290	14	449+		
Santa Fe	4730	11	430	441	Mexican
Logan	3650	6	608+		
Mt. Pleasant	4850	8	606+	590+	Mormon
Springville	3900	7	557+		
Harlan	2100	5	420		
Mt. Vernon	2200	5	440		
N. & C.	9300	18	517-		
H. I.	3200	8	400		
Farm	7790	14	556+	441+	Mt.
Bell	2200	6	366+		
Concord	2200	6	336+		
Dorland	4110	13	316+		

Average salary rate 1910-11 - $481+

Cuba & P. R. average about 600

making average salary about $540

Framed by ... Adopted in office conference July 7, 1911. (Fraser, White, Petrie & Minnich present)

The minimum salary of teachers under the Woman's Board of Home Missions for their first year of service is $500 where board is provided. This is usually increased the second year.

The average salary is $500, and this will be considered the uniform salary pledge.

Salaries of $500 and over shall not be divided, but be assigned in full and the teacher designated, plainly stating to the contributing society or individual that this is the actual salary paid to the individual.

When a pledge of $500 is taken by a society or individual, a teacher will be assigned for correspondence, the contributor will be notified of the actual salary paid to the teacher, and informed that any amount exceeding the salary will be applied for board.

Where a society desires to pledge less than $500, but $100 or more, we will ask that it be designated for the salary fund of a station or field. This will be a fund from which the Woman's Board can draw for salaries not otherwise provided for, to complete unfulfilled pledges and for expenses incidental to the work.

Where a pledge for less than $100 is made, it may be designated for the station or field, and will be used for the current expenses of that field.

If the funds designated for a particular station are in excess of the actual expenditures for that station for the given year, the Board reserves the privilege of transferring such surplus to the general expense fund, from which the expenses of more needy stations may be supplied.

ACCURATE ASSIGNMENT of SALARY SPECIALS.

Many local, presbyterial and Synodical societies have claimed special teachers by name an part-salary pledges, some designating therefor less than $100.00, in one instances only $29.00 during the year, teachers being reserved for these contributors the same as for those providing full salaries.

There seems to have been no follow-up or checking system in operation whereby it could be easily ascertained what parts of these salaries might be counted on or contributors urged to meet or increase pledges.

The general purpose evidently has been to keep contributors informed concerning salary readjustments, changes in teachers, and irregularities such as part-of-the year appointments, substitute workers, etc.

This plan might be continued, but its successful working would involve more painstaking office attention than has ever been given to it. Failure to follow up in correspondence, and record, every detail involved, led to many complications, and contributors continuing to send money for workers long since removed, or for abandoned fields, and perhaps expressing great displeasure when the discovery was finally made that their gift was not applied as designated, or that it was insufficient to cover the salary of a worker whom they prided themselves they were paying in full, or, mostly, that they had not been kept informed regarding the irregularities of particular cases.

Accuracy in teacher salary assignments would involve not only an assortment of salary pledges from $300 or less, to $1500 or more, but, according to changes of salary, boarding arrangements, etc., the varying from time to time of the amounts appropriated from individual pledges for the assigned salaries.

Failure to readjust when a salary is increased, or a stated pledge unavoidably shifted to a higher-salaried (or lower-

UNIFORMITY OF SALARY PLEDGES.

Average salaries could be calculated, either varying with the different fields, or the same for all fields, as thought best, and a uniform amount proposed as a salary pledge towards the work of the Woman's Board; and teachers assigned on these pledges to societies wishing the advantage of personal relation to an individual missionary from whom they could hear and for whom pray and work.

The average salary paid 1910-11 in the

Alaskan field, was	$683
Mexican,	441
Indian,	477
Mormon,	590
Mountaineer,	441
Porto Rico and Cuba	600
Average, aproximately	$540.00 — does not include board.

Average, excluding Porto Rico and Cuba, approximately $481. This average of course varies even within the year as changes are made. The 1911-12 average may be $504, or $564, and cannot be estimated until all teacher assignments are made, nor accurately calculated until the year closes. Does not include expense of sending to field.

A uniform salary pledge of $500 has been suggested and even spoken of in communications to some contributers, not always, however, on the same basis; it having been named in some instances as the approximate "average salary actually paid our missionaries", and again in connection with the statement that it "costs $500.00, including board, to keep a $350 teacher in our boarding schools."

If accurate assignments of actual salaries were aimed at, and we were requesting board in addition to actual salary paid, we would have to ask $500 for a $350 teacher, $650 for a $500 teacher and $1350 for a $1200 teacher. It would hardly be fair, if we make a pretense of accuracy in assignments, to request $500 for the support of a $350 teacher and no more than $500 for the sup-

salaries are $500 and under, and actual - salary pledges for evangelists, superintendents of schools and others whose salaries are more than $500, would provide a surplus to apply to our expense for boarding the teachers, and, if the matter were clearly understood by supporters, would tend to lessen salary pledge complications.

It has been our thought to ask all those societies holding full salary pledges less than $500, to increase at once where possible, or otherwise, gradually work up to a $500 pledge.

During the last few months a number of letters have been written urging uniform salary pledgesof $500 except in cases where the salary runs over $500 , in which cases full-salary pledges have been solicited. There are usually some large contributorsready to pledge the larger salaries.

For a $500 pledge an individual teacher is named for correspondence with the contributing society.

No recent teacher assignments have been made for less than $500 pledges and the statement has been made in letters that none such are being assigned made

In some cases, where societies had teachers already assigned and their designated gifts, though less than $500, covered the actual salary paid, increase to $500 has been urged, but in no instance, so far, has the assignment of a special teacher been withdrawn because of inability to increase pledge. Only a small proportion of those holding salary pledges under $500, have as yet been approached on this subject.

In some cases, where less than an actual salary has been pledged, "field designation" has been requested, but these requests have not been uniform. They have been "for the Tucson salary account," for "the salary account of a certain station", "for a salary in the Japan field" for "the Mountainson salary

it be better to continue to vary the requests with individual cases and the needs of the work, thus running the risk of accompanying complications? In the instances already written to, the statement has been made that it is our purpose to issue from our office form letters, compiled from the reports here received, said letters to be sent to those who designate their part salary pledges to a particular field or station without claiming an individual missionary therein. Since I find that even these statements have not been altogether uniform, an approved method by which these proposed bulletins shall be distributed, should be clearly outlined. In a few instances, a full $500 salary pledge has been requested for a field without teacher designation, Munn Ave., Church, East Orange, having agreed to such an arrangement for the year 1911-12. Shall such be proposed to others? If not, shall we give Munn Ave., the privilege of again claiming a special teacher instead of holding them to field designation?

Where salaries of teachers are raised this year (as generally in Cuba) and supporting societies cannot make corresponding increase in pledges, what policy shall be pursued? Concentrate effort to meet sal. in full dropping other specials necessary- If Soc. cannot even that way make full Sal pledg, propose that to be made

Where a salary has been fully met and we find it necessary because of change of workers to shift assignment to another worker (successor to the first, or otherwise,) receiving larger salary, and the supporting society is unable to make corresponding increase in its pledge- what policy in such instance? in such instance? Do not place -?

Shall a salary over $500 be assigned on a $500 pledge in cases where the smaller salaries of a chosen field are appropriated?

The request for an increase of pledges to $500 has already been granted by a number of societies, and in some instances societies have doubled up their pledges, uniting their several part-salary pledges and substituting one or more $500 pledges.

yes (2) Corresp. with Mrs. Trowbridge asking Miss Gilbert's name & Miss Soc. to complete sal. + for [illegible]

Generally speaking, personal correspondence is being at present continued between special Missionaries and societies paying full salaries, even though less than $500.

The statement has been made that we are assigning teachers only to such local and presbyterial societies as are making $500 pledges. Suppose a society has paid a full salary (less than $500) and it is necessary to change the assignment, shall this be considered a new assignment and personal correspondence withheld unless pledge is increased to $500? A great many assignments will be affected by the fact that perhaps half of the old teachers are now being transferred to other stations or dismissed from serivce.

As a matter of fact, many societies are now in correspondence with missionaries whom they claim as theirs, but for whom they provide only part salaries. Not nearly all such cases have been writted to as yet.

An effort has been made to reduce the number of synodical salaries; these have been for the most part only partially met. A slight effort has already been made leading to presbyterial apportionment of salaries that have formerly been assigned synodically.

It has been proposed, since Sitka starts anew, that we inaugurate in that one station the plan of assigning Salary Shares of $500 or more, and Scholarships or Expenses Shares in the work, all without naming the teachers or scholars, and then edit from here a quarterly letter of general interest instead of requiring each teacher to write three letters tothe society supporting him. It is proposed, here as elsewhere, to solicit full-salary pledges for the large salaries workers.

This plan has been already proposed to several holders of Sitka Salary pledges. The President of Buffalo 1st, W.M.S. who , however, will not have until fall opportunity of getting the

ground that to her mind even the unsatisfactory correspondence of Miss Sheets, their missionary, of whom she has complaind as a miserable correspondent, would probably be perferable to the less personal touch of a general letter. Miss Sheets is to be retained inthe work at Sitka, but most of the workers are to be new people to whom no organization has as yet laid claim as individuals.

Type written portion, statement prepared by A L Winnick June, 1911.
Pencil inserts are decisions of Office conference July 7, 1911.

Statement and draft of proposed plan for salary and scholarship specials, with corrections to date.

August 15, 1911

WHEREAS (1) Although the general purpose evidently has been to keep contributors informed concerning salary adjustments, changes in teachers, and irregularities such as part-of-the-year appointments, substitute workers, etc., failure to follow up in correspondence and record, every detail involved, has led to many complications and frequent misunderstanding and dissatisfaction ~~in~~ on the part of contributors;

(2) The salaries of missionaries supported in any given year by the Woman's Board range from $300.00 or less to $1200 or more, the average varying in different years and even within one year owing to necessary changes, removals, etc., said average being approximately $500.00;

(3) The expense to the Woman's Board of keeping a worker in the field for a year varies not only in a given field with the assortment of scheduled salaries, and such exigencies as sickness, substitutes, necessary shifting of teachers, etc., but in different stations according to whether or not board is provided, and the variable cost of such provision;

(4) Many local, Presbyterial and Synodical Societies have claimed special teachers by name on part-salary pledges, some designating therefor less than $100.00 (in one instance only $29.00 during a year) teachers having been reserved for these contributors as for those providing full salaries:

THEREFORE, it is now proposed

1. That efforts be made to secure pledges at the uniform rate of $500.00 for all teachers whose salaries are $500.00 and under, and actual-salary pledges for evangelists, superintendents of schools, and others whose salaries are more than $500.00, thus providing in some instances a surplus which shall be applied to the cost of boarding those teachers whose

commission provides for board in addition to the actual salary paid.

2. That a uniform amount of $500.00 be named as "a salary pledge in the work of the Woman's Board", and that on such a pledge taken by a Presbyterial or local society or individual, a teacher shall be designated for correspondence, it being understood, however, by contributors that this may or may not be the actual salary received by the teacher assigned to them. (In my judgment it would be unwise to purpose to name the actual salary in each instance, as failure to keep the contributor informed of changes, etc., would give rise to complications such as are now confronting us. ALM.)

3. That a society or individual wishing to pledge less than $500.00 but $100.00 or more, be asked to designate the pledge for the salary fund of a chosen field. This Salary Fund may be drawn upon for salaries in that field not otherwise provided for and to complete unfulfilled pledges.

4. That a society or individual wishing to designate a pledge less than $100.00 be asked to name it for a chosen field, understanding that it will be used towards defraying the current expenses of that field.

5. That if a society or individual wishes to pledge a definite sum towards the support of a boy or girl in one of our mission schools, the contributions will be so applied. Scholarships vary from $75.00 to $100.00 Amounts less than a full scholarship may be designated for the Scholarship Fund of a special school or field. As the assignment of special pupils on scholarship pledges is frequently unsatisfactory and entails a great deal of correspondence by teachers on the field, the claiming of individual pupils by name is not encouraged.

INFORMATION BULLETINS

Recognizing the desire on the part of contributors for a more personal

touch with the object of their gifts than is afforded by chance news items in current magazines and yet cognisant of the fact that a multiplication of correspondence duties for our workers in the field often demands time and strength needed for the work, WE NOW PROPOSE THAT

1. Individual workers shall not be assigned for correspondence except for definite salary pledges of $500.00 or more or in special cases where the assignment of a missionary by name and a salary "to work up to" is deemed necessary as an inspiration to weak organisations with the expectation that the full salary will be assumed in time. A teacher assigned for correspondence shall be requested to furnish the supporting organization two or three letters during the year.

2. Those holding salary pledges of less than $500.00 for a chosen field shall receive quarterly news letters compiled at headquarters from fresh reports from that field.

3. Those holding scholarship pledges will be furnished twice a year with scholarship letters descriptive of the life of the boys and girls in the schools in which their scholarships are placed, it being our conviction that such letters will be more generally interesting and representative of t the work done than personal correspondence concerning any one pupil.

ADMINISTRATIVE RESERVATION.

Should the funds designated for a particular station or field for the given year be in excess of the necessary expenditures of that station or field for the given year, the Board reserves the privilege of transferring such surplus to meet the expenses of unprovided stations.

INAUGURATION OF PROPOSED CHANGES.

The above rules shall take immediate effect for all new pledges, and existing salary pledges shall be affected as follows:

1. Societies holding full salary pledges less than $500.00 shall be asked to increase their pledge to $500.00. If this can not be done at

once, and they express the will to work up to a $500.00 salary pledge, the teacher assignment shall not be withdrawn because of inability to immediately increase the pledge to the desired amount.

2. Societies holding other specials may, if they so desire, be released from them to complete a salary pledge, not, however, without making arrangements to that effect.

3. Societies confident of inability to reach the regulation salary pledge shall be requested to designate their pledge to the salary fund of a chosen field, or unite with other societies in the same presbytery or synod willing to assume sufficient salary shares to complete the pledge.

4. Societies holding only part salary pledges shall be requested to designate their contributions to the salary fund of a chosen field unless, perchance, they can assume a regulation salary pledge of $500.00 or unite with other societies in the same presbytery or synod willing to assume a sufficient number of shares to complete the pledge.

5. Societies holding pledges of $500.00 or over on teachers whose salaries are more than the pledges, shall be asked to increase their pledges to cover the actual salaries paid, privilege being granted, where desired, of gradually working up to the full salary pledge/ If this can not be done, a re-assignment may be arranged or an adjustment suggested.